GEO

Guyana Economic Opportunities

**Communication Strategy
for the
Guyana National Bureau of Standards (GNBS)**

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1.   Introduction

The Guyana National Bureau of Standards (GNBS) was created by Act No. 11 of 1984. In 1994 the Government decided to change the focus of GNBS by giving priority to consumer protection. Amendment Act No. 2 of 1997 strengthened the Bureau's responsibilities for monitoring certain imports and to enforce their quality standards. The GNBS is a semi-autonomous body governed by the National Standards Council and comes under the Ministry of Industry and Tourism.

Several factors have hampered the Bureau's development in the past. Lack of sufficient funds has been and still is a problem faced by GNBS. Another problem was the sporadic operation of the National Standards Council, which in the last several years has been resolved with the Council actively providing oversight to the Bureau's program and approving standards.

The problem which prompted GNBS and the Council to request assistance in developing this Communication Strategy was the lack of awareness among key stakeholder groups and the general public of the importance of standards and the role of the GNBS.

This strategy was developed with full participation of GNBS staff, Council members and other groups. A series of information gathering and brainstorming sessions were held with the GNBS Director, GNBS senior staff, departmental groups, and individual staff. Assessment reports, the GNBS Strategy and Work Plan, annual reports and communication products were studied. The Council Chairman and members were consulted as was the GEO Chief of Party.

The purpose of this Communication Strategy is to provide a framework from which GNBS can focus its communication efforts so that there is greater impact in the future.

2.   Overall Assessment of the Current GNBS Communication Program

GNBS is communicating with stakeholder groups and the general public much more than staff realize. The communications activities are not limited to the work of the Public Relations Department. All the technical departments are communicating with a variety of stakeholder groups and consumers. To a large extent, these direct interactions with stakeholders are not thought of as part of the GNBS communication program. The contacts of inspectors with importers, product certification teams with manufacturers and retailers, standards development staff with technical committees, staff handling the consumer complaints hotline, senior management interacting with policymakers and political leaders, and other interactions may be more important communications than the work the Public Relations Department is currently doing with the mass media. The following are some general observations on the GNBS current communications activities:

- Many communications activities are not targeted to achieve specific results. Priority programs must be selected and the communications activities focused on achieving the target results. An example could be establishing a goal of expanding the number of certified jewelry stores from 6 to 15 during the coming year and then targeting the

communication program to help achieve that goal. While GNBS has an extensive communication effort, the lack of focus means that the impact of moving ahead the goals of the Bureau is less than desired and possibly more expensive. It is recommended that more emphasis be put on "program-support communications" rather than general PR about the Bureau.

- There is a feeling that more exposure, especially in the mass media, will create a positive image of GNBS. This is not true. Having newspaper stories on subjects not pertinent to readers or filling radio or TV air time rather than addressing newsworthy subjects can create a negative image of GNBS. At the current time there are two weekly newspaper columns, one-five minute radio program and one-five minute TV program with plans for also having weekly 15 and 30-minute TV programs. This is forcing GNBS staff to fill a lot of newspaper space and broadcast air time, often when they do not have subjects that are newsworthy, relevant or of interest to a general audience. Besides potentially hurting the image of GNBS as a professional organization that can provide relevant information, it is diverting staff and financial resources from targeted communications activities that could achieve more results. More exposure is not necessarily good for achieving the goal of promoting standards and creating a positive image for GNBS. The goal should be targeted exposure to achieve results, which in turn will contribute to creating a positive image of GNBS.

- The communication program must be more "target-audience focused." What do importers need and want to know? What information will consumers want to read that is of direct benefit to them? The communications programs and materials must be developed from the perspective of the various audience groups, not from the Bureau's perspective. How to develop a standard is not of interest to consumers or retailers, but would be to the technical committee members who are involved in developing the standards. On the other hand, there are some good examples of information being disseminated by GNBS that do have interest among various audience groups. A good example is the recent newspaper article on the situation of vehicle tires in Guyana when there was the big scare of defective Firestone tires. For all GNBS communications efforts the question should be asked, "Does the information benefit the target audience group or is it newsworthy?"

- The overall quality of communications must be improved. Mass media programs need to be sharpened and made more professional; printed materials need improved writing and visual appearance; and the public speaking and presentations made by all staff need to be more professional. All materials need thorough reviews and edits.

- Information technology (IT) must be introduced as soon as possible in all the programs of the Bureau, including hiring an IT specialist or contracting a computer firm to set up and maintain the equipment, install software and help the staff in running the programs. The staff need to be trained to make maximum use of this technology. GNBS is dealing with a large number of stakeholder groups—such as

importers, manufacturers, regulatory groups, etc.—who need to be put onto a database so that a two-way flow of information can be established. Many of these groups—such as furniture manufacturers, jewelry producers, importers of scales—should be targeted with specific messages and the database should collect information from them on a continuous basis. This is now possible with existing computer technology. Databases can gather and aggregate information useful to regulators, importers, manufacturers, exporters, policymakers and other stakeholder groups. Programs exist to automatically generate messages and send them to targeted groups via email, fax or printed forms. This information, which is already in an electronic form, can easily be put onto the GNBS web site.

- There is no single visual image which denotes standards and GNBS involvement with standards. For example, there is one logo for the product certification program and different logos used for product inspection. These are different than the GNBS logo. With so many different visual images being used, it is going to be very hard to get recognition of quality standards and GNBS.

- The communications efforts must be integrated into specific programs and cut across departmental lines. For example, information gathered from consumer complaints, inspections, product certification, and other activities should be fed back to identifying and preparing new standards. Another example is that the Compliance Department is going to begin inspecting locally manufactured goods, which is a positive development. In this process they could open doors for companies becoming involved in the product certification program, which in turn could encourage these companies to participate in the QMS program, and eventually lead the companies to being involved in the EMS program.

- A major effort of the Bureau has been the development of new standards for Guyana. Much of the focus has been put on the development and getting the standards approved by the National Standards Council. Once the standard has been approved, inadequate attention has been put on publishing and disseminating the information, both in terms of selling the approved standards and disseminating information about the importance of the standards to non-technical people—owners and managers of companies, policymakers, and influential groups.

3. Results Framework and Performance Indicators

The GNBS *vision statement* is:

> *To improve the quality of life of the people of Guyana through the process of standardization*

The GNBS *mission statement* is:

> *To promote standardization and quality systems in the production and importation of goods and services for the protection of the consumers and the advancement of local and foreign trade thereby improving the quality of life of the people of Guyana.*

During the past year, GNBS went through a strategic-planning exercise which resulted in restructuring the organization and combining some of the programs. The strategy contains information on objectives, activities, monitoring/evaluation, indicators, assumptions, resources needed and time frame. This led to GNBS developing its annual work plan which contains similar information, but more details on the activities for each department. The observation of this consultant team is that the objectives are not written as measurable targets and the indicators are not in measurable units. For example, the objective for Product Certification program for jewelry producers could be to increase during 2001 the number of certified jewelry producers from 6 to 15 (or some realistic number) and the indicator be the number of actual certified producers. These objectives could then be converted into resource needs in terms of staff and budget, including the communications programs and materials. This would provide the basis for monitoring impact of the overall program, and the communication activities supporting the program.

The overall programs need to be broken down into priority activities or tasks with concrete targets. This information will form the basis for developing communication campaigns to support those programs. Successful targeted programs will give GNBS visibility among policymakers, clientele groups, and consumers.

4.   Objectives of the GNBS Communication Program

In general terms, the GNBS communication program has two objectives:

- To provide "program-support communication" services which provides specific assistance to help GNBS programs to achieve their targeted results
- To promote the overall concept of quality and standardization, and the role of GNBS in this important field

The consultant team recommends that more emphasis be placed on the program-support communication services rather than general public relations activities for GNBS. By being effective in moving programs forward with stakeholder groups, an additional benefit will be increased recognition of standards and GNBS.

5.   Organizational Framework and Coordination with Other Groups

Effective communications between departments within an organization and coordination with outside groups is always a challenge. GNBS is no exception.

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- **Internal Communications** – The GNBS program is operated by four technical departments – Standards, Compliance, Management Systems and Public Relations. There is a lot of inter-dependency among the programs operated by these departments. There are also many opportunities where a program in one department can contribute to one in another department. An example is the customer complaints program in the Compliance Department, which can contribute to identifying what new standards should be developed by the Standards Department. The Public Relations Department supports all the other departments and also relies on them to provide information. There are many other examples. One of the recommendations of this consultant team is to consider slightly modifying the current organizational structure by having "Product Team Leaders" for priority products or industries (such as furniture or gold jewelry). These Product Team Leaders would be under the GNBS Director and would be able to use and blend the resources of the four departments into an integrated program for that particular industry or product. Of course, the required on-going programs would continue to be operated by the technical departments.

  The internal communications will also be greatly facilitated when computerization is enhanced and a comprehensive IT program implemented within GNBS. This will involve having shared files and databases, internal and external email, full access through the network to the Internet, shared scheduling, etc.

- **External Communication and Coordination** – At present the tools used by GNBS for communicating with outside groups is through meetings, telephone calls, fax and mail. Because of limited transport and telephone lines, there are constraints on external communications, which are essential for coordinating with other groups. This is an area where much attention is needed. Key tasks are to: first, identify the key groups to include in the database; second, establish databases; and, third, expand the communications methods being used, especially information technology: emails, web site, direct mail, targeted newsletters or information sheets, etc.

Working with the GNBS staff, the consultant team developed an Institutional Inventory which identifies organizations that are involved in the Guyana standards program. This is included in Annex 1. This inventory includes government agencies, non-governmental organizations, private-sector companies and international organizations. Each organization's functions, as these relate to standards, are identified. This is intended to provide GNBS an organizational road map in carrying out its various programs.

6.   Target Stakeholder/Audience Groups for GNBS

While GNBS is dealing with many different constituencies in its external communications activities, these can be summarized into the following target audience groups:

- **Policymakers** – For standards, the National Standards Council is key since it approves new standards and serves as the board of directors of GNBS. The Ministry of Tourism, Commerce and Industry is critical since the GNBS budget is included in the Ministry's budget. Policymakers in other government departments are important for specific programs such as wood products, housing materials, food products, etc. Regional Development Councils are another important group. One of the recommendations of the consultant team is to mount a campaign to policymakers to enact regulations that require all government procurement to buy products that comply with GNBS standards.

- **Sister or Partner Organizations** – These include organizations that also have responsibilities similar to GNBS including regulatory/inspection groups such as the Food and Drug Department, Ministry of Health; Plant and Animal Quarantine Service, Ministry of Agriculture; and others. Another group includes organizations which provide consumer complaints services such as the Ministry of Tourism, Commerce, and Industry Consumer Affairs Division, as well as NGOs such as the Guyana Consumer Association and the Guyana Consumer Advisory Board. Another important organization is the Customs Department, where close coordination and sharing of information is essential. In the export area, organizations such as Go-Invest are important. There may be other groups as well. These are groups with whom GNBS needs to coordinate its activities and, where possible, share information, such as consumer complaints.

- **Influential Groups** – These are groups who can influence policymakers, companies, consumers and others. They include associations and chambers of commerce, the academic and scientific community, mass media, NGOs, community groups, etc. This is a very important group as they need to be supporters of GNBS programs and can act as channels of communications to other key stakeholders.

- **Clients and Potential Clients** – These are the manufacturers, importers, and exporters who are the primary target groups for GNBS standards. They represent a wide range of organizations and producers such as rice producers and millers, furniture manufacturers, importers of used tires, etc. A high priority for GNBS should be to develop a database and mailing list so that targeted communications can be maintained with these specific groups.

- **Consumers** – Everybody in Guyana is a consumer. In some cases, this does involve everybody, such as buying food and clothes. In other cases, consumer groups are selective, such as for paints (homeowners and contractors), tires (car owners), cosmetics (women), rice (rice millers and exporters), etc. Therefore, depending upon the product, the communication program to consumers may be general using the mass media or targeted to specific consumer groups using point-of-sale materials, going through associations or other targeted communication channels.

- **General Public** – Much of the current GNBS communications efforts are through mass media—TV, radio and newspapers—which are aimed primarily towards the general public. There is a need for some public relations efforts to the general public, particularly promoting the value of standards for consumer protection and the advancement of local and foreign trade. However, this should be a small part of the GNBS communication focus.

7. Overall Communication Approach

The following table summarizes the basic approach for communicating with these target audience groups.

Target Group	Actions They Should Take	Basic Messages	Proposed Channels
Policymakers	*Enact new policies, acts, legislation (such as government procurement adopting GNBS standards) *Remove bureaucratic restrictions *Provide resources and support for developing and enforcing standards	*What actions need to be taken and why *The benefits of a standards program (especially to the economy) *Case examples of successes in developing and enforcing standards *Resource needs and why	*Briefing presentations *Short briefing documents *Briefings by recognized local or outside experts *Influential groups lobbying *Plans and proposals (campaigns, etc.)
Sister Organizations	*Enforce GNBS standards *Collect consumer complaints and share with sister organizations, policymakers, and other stakeholders *Coordinate activities with GNBS *Help identify new standards *Engage in joint programs with GNBS	*The roles and responsibilities of each organization *Shared information collected (consumer complaints, incoming consignments by Customs, etc.) *Shared information on new and on-going programs *Information on needs for new standards	*Meetings and briefing presentations *Memoranda of Understanding *Fact sheets *Emails and electronic information sharing *Shared information from GNBS company database *Web site
Influential Groups	*Encourage policymakers to take actions in support of standards and GNBS *Promote standards and GNBS programs among clients and potential clients *Promote the importance of standards and quality among all	*The need for and benefits of recommended policies, acts, and legislation *Importance and benefits of complying with GNBS standards *Needs for new standards and information on the	*Meetings and briefing presentations *Fact sheets *Web site *Targeted information *Emails and electronic information sharing

Target Group	Actions They Should Take	Basic Messages	Proposed Channels
	other groups *Feedback to GNBS needs for new standards and how its programs can be improved	quality of GNBS services	
Clients and Potential Clients (manufacturers, importers and exporters)	*Adopt and comply with GNBS standards *Properly display GNBS quality logo and point-of-sale materials (posters, certificates, stickers on doors, flip charts, etc.) *Provide information to GNBS and sister enforcement agencies on their needs and concerns	*Information on standards *How to comply *Benefits of complying *Services provided by GNBS *Summaries of inspection data *Summaries of consumer complaints	*Meetings and briefing presentations *Standards *Fact sheets summarizing standards for non-technical people *Influential groups (associations, etc.) *Emails, faxes, and electronic information sharing *Targeted information *Mass media announcements *Web site
Consumers	*Buy products displaying the GNBS quality logo *Provide feedback through consumer complaints *Apply pressure on companies to comply with GNBS standards *Apply pressure on policymakers to take action	*Buy products which have GNBS quality logo *Why standards are important *Demand compliance from vendors *How to make consumer complaints *Where to get more information	*Influential groups (consumer groups, community groups, schools, etc.) *Vendors--point-of-sale materials (stickers on doors, posters, certificates), advertisements, salesmen, etc. *Mass media *Consumer hotline
General Public	*Understand importance of standards *Support the standards program	*Benefits of standards to consumers and the economy *How standards protect consumers	*Mass media *Influential groups *Vendors--point-of-sale materials (stickers on doors, posters, certificates), advertisements, salesmen, etc.

NOTE: This table does not include the metrication campaign which is unique among GNBS programs. A special campaign plan is being prepared for introducing the metrication program.

In the table above, none of the messages mentioned indicate what GNBS does. In most cases it is recommended that this not be done as it would appear that GNBS is just another government agency promoting itself. The exception is telling the clients and potential clients what services are available from GNBS. It is better that GNBS be identified with substantive programs and services which in turn will give it a positive and professional image. Quality services and relevant information is the best public relations for GNBS.

8.   General Messages

There are several general messages that need to be integrated into many of the GNBS communication activities:

- **At Your Service** – All the staff who interact with outside groups and other forms of communications used by GNBS must convey that the Bureau is a service organization and the staff are working to help clients, policymakers, consumers, and other concerned groups. This needs to be reflected in face-to-face communications, telephone conversations, correspondence, printed materials, presentations, and mass media programs/materials.

- **Benefits of Standards/Quality** – GNBS needs to develop a slogan that conveys quality is good for business and consumers. This slogan combined with the standards/quality logo should be repeated in as many communications activities as possible.

- **Standards/Quality Logo** – It is recommended below that a single standards/quality logo be developed that combines the compliance seal, product certification mark, and the GNBS logo into a single logo reflecting all GNBS programs. This logo then needs to be included on all products involved, displayed in all participating clients' establishments, and in all communication materials.

9.   Primary Communication Tasks

The following priority communications tasks are recommended to be initiated during the coming year. The first three tasks require immediate attention; the second three tasks merit subsequent priority; and the last task is a final priority.

- **Campaign #1: Guyana is Converting to the Metric System, For Real! –** Metrication has been dragging on for many years, which is going to make it difficult for industry and consumers to believe it will really happen this time. However, this year Cabinet has issued a decree stating that metrication will officially be in effect on January 1, 2002. There is not much time for implementing the campaign and the government has not provided extra financial resources to design and implement the campaign. The consultant team is helping GNBS develop a campaign plan in which a detailed budget needs to be developed and presented to the GNBS Council, Ministry of Industry and Tourism, and the National Metrication Committee. This plan needs to be presented to the government with a request for additional resources or for assistance in securing donor support for this campaign. If sufficient resources are available, it is recommended that a full service advertising agency be contracted to handle the industry and public components of the campaign including conducting

audience research, organizing special briefings for industry and influential groups, preparing schools materials, producing and placing mass media materials, enlisting well-known people and political leaders to support and participate in the campaign, producing point-of-sale materials, preparing billboards, etc. GNBS staff would then work with the special sector groups enlisting their participation in the campaign, such as the traffic department changing the signs on the roads, etc. The National Metrication Committee needs to be reactivated to assist with this campaign and help GNBS secure the needed financial support.

- **Develop a Single Standards/Quality Logo and Promote It** – There is a need for a single logo combining the GNBS logo, standards mark, and compliance seals. Securing recognition and support for the concept of standards and quality is a long-term venture. It has to be focused, simple, repeated often, be in every possible location, and communicated by as many influential groups as possible. The logo needs to be pre-tested to make sure that it is understood and accepted by various stakeholder groups. There needs to be press conferences and other events to inaugurate the launching of the logo. It needs to be presented at meetings of as many associations and consumer groups as possible. The logo has to be displayed prominently on all inspected products, on the doors and premises of participating vendors, in participating companies/retailers advertisements, and on all GNBS communication materials. There should be a single logo which then can contain additional information for specific GNBS programs, such as where products are tested, products only inspected, product compliance programs, and other programs needing special identification.

- **Campaign #2: Getting Government Procurement to Require GNBS Certified/Tested Products** – The PVC pipe certification program clearly showed that having the government procure only from a certified company was critical in putting pressure on another company to move towards certification. The government is currently revising its procurement legislation and, therefore, the time is right to work with the group developing the new procedures to ensure that conditions are put in that procurement will only be done of products that meet GNBS standards, where the standards exist. The government procurement agencies are also an excellent source for GNBS to use in order to gather information on new standards that need to be developed.

- **Increase Information Dissemination and Sales Promotion of GNBS Standards** – A considerable amount of GNBS time is put into developing, reviewing and securing approvals of new standards by the National Standards Council. There are approximately 200 standards that have been approved and published. So far this year, only about 50 copies of these standards have been sold by GNBS. The latest catalog was produced in 1999. Therefore, it is recommended that two things be done: (1) a sales promotion campaign be mounted to increase the sales of existing standards through targeted communications channels; and (2) fact sheets produced for non-

technical people (company owners/managers, policymakers, influential groups) on new and high-priority existing standards, and these fact sheets be distributed to targeted groups free of charge. The catalog should be updated and made available to key groups who can promote the standards (such as associations, chambers, etc.). The catalog and fact sheets should also be put on the GNBS Web Site.

- **Computerize Data Collection and Communication with Importers and Local Manufacturers** – A database and mailing list needs to be developed on all companies with which GNBS is working, in its various programs. The database has to be designed so that all inspections and other information collected from the company are entered. In the future, this information can be aggregated and provided to the companies, policymakers, and consumers. The database should become the engine for future communications with the participating companies (and possibly potential clients) by generating targeted information and letters that are transmitted via email, fax or printed materials addressed to each specific recipient. Information from the database can also be shared with sister organizations such as customs, regulatory bodies, consumer complaints groups, etc.

- **Campaign #3: Expand the Jewelry Product Certification Program and Link It to Tourism Promotion** – One of the most common consumer complaints received by GNBS relates to gold jewelry. The GNBS product certification program has now certified six jewelry producers/retailers. Since Guyana is a gold-producing country, this should be a priority area to expand certification for the domestic and export trade. It is recommended that a campaign aimed at greatly expanding the jewelry certification program be mounted. There are issues yet to be worked out such as certifying retail dealers who do not produce their own gold jewelry and, therefore, depend upon goldsmiths who may not be certified. These and other issues will have to be worked out with the jewelry associations and potential clients. The Standards Mark (or new standards/quality logo with added information) should be heavily promoted by including a decal on the doors of all participating jewelers, having a large certificate prominent in the sales room, including it in the jewelers' advertisements, etc. GNBS and the jewelers association should promote the participating jewelers. This program should be linked to the tourism industry and export promotion programs encouraging these groups to promote the jewelry certification program.

- **Establish Priority Product Programs** – It is recommended that several products/industry areas be selected and a cross-departmental program be implemented to work with companies and retailers for developing all the required standards, conducting compliance inspections, encouraging them into the product certification program, and eventually helping them to develop their QMS and EMS programs. This would build upon and expand the current GNBS initiative of identifying staff who will focus on specific industries. Each product/industry selected will become a campaign. This would include identifying all importers and

manufacturers of the product and then developing a database so that information can be collected on them and communication targeted at them. It is recommended that a GNBS staff member be selected for each of the products/industries and be called the "Product Team Leader." This staff member would be located directly under the GNBS Director so he/she could draw resources and coordinate the efforts of all the departments. This person should be given a budget to manage which would be allocated to the departments for specific services rendered. It is recommended that initially there be only one or two products/industries selected and the program be tested so that any problems can be worked out before expanding the program to other products or industries. Possibilities could be gold jewelry and furniture industry. For many products/industries GNBS would have to bring the outside regulatory bodies into the team. Therefore, it is recommended that the first few priority product programs be for products/industries which GNBS has full control.

10.   Communication Action Plan

This section expands upon the tasks identified above. The purpose is to provide GNBS staff with an overall framework for implementing these tasks. It is recommended that in some cases—such as the metrication program, getting government procurement agencies to buy GNBS-certified products, and expanding the gold jewelry certification program—detailed campaign plans should be prepared with goals, specific tasks (including audience research), identifying who is responsible, what will be produced, a budget and a timetable. It is recommended that this Action Plan be reviewed once a month by the GNBS Senior Management team.

PRIMARY TASKS OF GNBS COMMUNICATION PROGRAM

TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
#1	Campaign #1 – Guyana is Converting to the Metric System, For Real	National Metrication Committee and senior political and policymakers	*Help GNBS secure funds for the campaign *Participate in campaign	*Campaign plan with budget requirement *Plan on how they should participate	*Briefing meetings—campaign plan summary/fact sheet and PowerPoint presentation *Selected fact sheets *Follow-up contacts with key individuals face-to-face, telephone, emails *Progress reports and briefings
		Targeted sectors	*To implement programs to ensure metrication is done (such as changing road signs, etc.)	*Plans explaining what they have to do *Metrication 2002 is for sure	*Meetings—briefing presentations, plans, etc. *Selected fact sheets *Progress reports
		Influential groups—schools, NGOs, mass media, associations, community groups, etc.	*To promote adoption of the metric system among industry and consumers	*Why metrication is important to industry, consumers, and Guyana's economy *Metrication 2002 is for sure	*Briefing meetings—presentations and targeted handouts *Fact sheets *Posters and point-of-contact materials—teacher aids, targeted brochures, etc.
		Manufacturers and retailers	*To adopt metrication with all their products *To promote metrication to their consumers	*Metrication 2002 is for sure *Why they are required to adopt the metric system *What they have to do to comply *General information on metrication	*Targeted information, emails, etc. *Influential groups *Briefing meetings and presentations *Progress reports—success stories

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TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
		Consumers	*Understand and accept the metric system *Demand retailers properly use the metric system *Provide complaints when retailers not using the metric system correctly	*Metrication 2002 is for sure *Why metrication important to them *General information on how to learn the metric system *What manufacturers/retailers are required to do *How to report complaints	*Mass media *Point-of-sale materials—posters, signs, handouts *Targeted flyers *Influential groups
		General Public	*Understanding and acceptance of metrication	*Metrication 2002 is for sure *Why important *General information on how to learn the metric system	*Mass media *Point-of-sale materials *Influential groups
#2	Develop a Single Standards/Quality Logo and Promote It	Influential groups— associations, consumer groups, regulators, mass media, political leaders, etc.	*To promote industry participation in standards/quality program	*Why standards/quality is important to Guyana economy, industry and consumers *How logo will be used and promoted *How they can help promote this program	*Briefing meetings and presentations *Fact sheets and brochures *Targeted information—electronic and/or printed *Web site
		Industry—manufacturers, importers, exporters	*To adopt standards program *To display the logo for others to see *To include logo in advertising materials *To brief retailers on importance of program and have them display and promote the logo	*How the logo will be used and promoted *Importance for them to participate in standards program *How they can benefit through promoting the logo	*Briefing meetings and presentations *Influential groups—associations, chambers, consumer groups, political leaders, etc. *Fact sheets *Targeted information—electronic and/or printed *Web site
		Retailers	*To adopt standards program *To display logo so customers can see *To use logo in their advertising *To explain to customers the importance of the standards program and why they are participating	*Why standards program benefits them *How to use the logo *How to explain to their customers the logo and why they are participating	*Briefing meetings and presentations *Manufacturers *Influential groups – associations, chambers, consumer groups, political leaders, etc. *Fact sheets

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TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
		Consumers	*To buy products displaying standards/quality logo *Shop at retailers displaying logo *Demand compliance by vendors *Contact consumer hotline when they detect problems	*Benefit of standards program to them and other consumers *The meaning of the logo in ensuring quality standards are met	*Point-of-sale materials – posters, certificates, stickers on retailer doors, etc. *Retailer salespersons *Targeted handouts *Mass media *Consumer hotline
		General Public	*To recognize logo and its meaning regarding quality *To look for the logo when shopping	*Benefit of standards program to them and other consumers *The meaning of the logo in ensuring quality standards are met	* Mass media * Point-of-sale materials
#3	Campaign #2: Getting Government Procurement to Require GNBS Certified/Tested Products	National Standard Council	*To help prepare the proposal and presentations *To support GNBS in promoting government procurement changes *To help in briefing meetings and presentations *To contact influential groups	*Importance of changing government procurement procedures (PVC pipe case example) *Who needs to be contacted and what messages to communicate to these people/groups *What should be in the new procurement procedures	*Working meetings and presentations *Draft proposal to refine and finalize *Suggested campaign plan
		Committee reviewing government procurement procedures and political leaders	*To include in government procurement procedures the requirement that goods must meet GNBS standards, where they exist	*Why standards are important *Case examples (PVC pipes) *The suggested wording to include in the procurement requirements	*Briefing meeting and presentation *Fact sheet *Influential groups—Council, etc. *Advisory assistance from outsiders, if needed, or GNBS and Council staffs
		Procurement managers	*If procedures are changed, to enforce the new procedures *To provide GNBS information on new standards that are needed	*Importance of standards/quality program *How they can help promote adoption of the program by vendors *The new procedures and how they can implement them *Where to get information and assistance	*Briefing meeting and presentations *Fact sheets *Standards *Advisory assistance, when needed

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TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
#4	Increase Information Dissemination and Sales Promotion of GNBS Standards	Influential groups—associations, chambers, consumer groups, regulatory bodies, industry publications	*To promote participation in standards program *To provide information to industry (especially potential GNBS clients) *To feedback to GNBS with suggestions on how better to promote standards	*Importance of standards *Standards which they should be concerned with *What they can do to promote adoption of standards by industry	*Meetings and briefing presentations *Standards catalog *Fact sheets *Targeted information—electronic and/or printed *Web site
		Procurement agents—public and private	*To buy products that comply to GNBS standards *To encourage vendors to comply with GNBS standards	*Why standards are important *What they can do to ensure products do comply with GNBS standards *How they can encourage vendors to comply with GNBS standards	*Meetings and briefing presentations *Fact sheets *Standards *Advisory assistance *Targeted information—electronic and/printed *Web site
		Industry—manufacturers, importers, exporters, retailers	*To adopt standards *To purchase GNBS standards *To encourage others to comply	*Importance of standards and benefits to them *How to implement the standards *Services available to them *Where to get standards and other information	*Influential groups *Procurement agents *Fact sheets *Web site
#5	Computerize Data Collection and Communication with Importers and Domestic Producers	GNBS staff	*Learn how to operate the database *Constantly input new data *Continue to identify new clients/potential clients to add to the database *Ensure there is targeted output relayed to clients and other stakeholders	*How to operate the database *Importance of keeping the database up-to-date *How to output information to clients and other stakeholders	*Training *Assistance from GNBS IT specialist *Manuals
		Participating clients and potential clients	*To cooperate by providing information for the database *To provide suggestions on the types of information they would like to receive *To use the information sent to them	*Explanation of database and benefits to them *Information from the database	*Briefing meetings and presentations *Fact sheet/brochure *Output from database in electronic or printed form

GNBS Communication Strategy

TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
		Influential groups—associations, chambers,	*To promote among their members cooperation with GNBS gathering information for the database *Tell GNBS what information they need from the database	*Benefit to them of GNBS database *Why database being established *What information will be available to them and others	*Briefing meetings and presentations *Fact sheet/brochure *Demonstration of database *Output from the database in electronic or printed form
		Sister organizations	*To advise GNBS what information they need from the database *To share information with GNBS from their databases *To promote among their clients cooperation with GNBS in collecting information for the database	*What is the database and why being established *What information will be put into the database *What information would be available to them from the database	*Briefing meeting and presentation *Fact sheet/brochure *Demonstration of database *Output from the database in electronic or printed form
#6	Campaign #3: Expand Jewelry Product Certification Program and Link with Tourism	Jewelers associations and other influential groups	*To promote among their members the product certification program *To provide advice to GNBS on how to best promote the program *To help GNBS resolve outstanding issues related to program (such as retailers who do not produce their own jewelry)	*Why this program is important to the jewelry industry *How the product certification program works *What a jewelry producer has to do to participate *The benefit to the jewelry producer *How the program is being promoted and by whom (such as tourism industry, export promotion agencies, etc.)	*Briefing meetings and presentations *Fact sheets summarizing the campaign, how the program works, and benefits *Targeted information—electronic or printed *Follow up face-to-face meetings

TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
		Jewelry producers/retailers	*To adopt the product certification program *To display the quality logo on door in sales areas for customers to see *To explain to customers the quality logo and why it is important to consumers *Use the logo in their advertisements	*Why this program is important to them *How it works and what they have to do to participate *Benefits to them *How to display the logo and explain to customers the importance of the program *How the program is being promoted and by whom (such as tourism industry, export promotion agencies, etc.) *Where to get additional information and assistance	*Briefing meetings and presentations *Fact sheets *Targeted information—electronic or printed *Advisory assistance from GNBS staff
		Consumers of gold jewelry—domestic	*Buy gold from participating jewelers *To pressure jewelers to join the program	*Why jewelry product certification is important to them *Benefits of the program *How to find out which jewelers are participating	*Point-of-sale materials—stickers on doors and certificates on salesroom walls of jewelers *Influential groups *Mass media *Advertisements
		Tourist industry	*To recommend to tourists to buy jewelry from participating jewelers *To promote buying gold in Guyana, and including the GNBS logo as quality assurance *To provide to tourists and tour operators information on participating jewelers	*Importance of jewelry product certification program to Guyana tourism *How the program works *How they can promote the program to tourists and tour operators	*Briefing meetings and presentations *Special fact sheets *Point-of-sale materials—posters, handouts
#7	Establish Priority Product Programs	GNBS staff and National Standards Council	*Select products/industries to launch the program *Contact industry leaders and work out campaigns *Develop the internal and external working procedures for this integrated program	*How the program will operate and who involved *Who are the target clients *Who are influential groups which need to be involved *Campaign plans for each product/industry	*Internal guidelines on how the program will work and who is involved *Campaign plans *Add to the database

GNBS Communication Strategy

TASKS	DESCRIPTION	TARGET AUDIENCE	AUDIENCE ACTIONS	MESSAGES	CHANNELS/ACTIVITIES
		Influential groups—associations, chambers, industrial publications, sister organizations	*To promote among their members participation in this GNBS program *To provide guidance to GNBS on how best to implement the program (including helping design the campaign) *Provide feedback on how the campaign is going and suggestions for improving the program, additional standards needed, etc.	*Why this program is important *The benefit to their industry *What they can do to help promote the program *How the program will work	*Briefing meetings and presentations *Fact sheets including summary of campaign and other relevant subjects of interest to this group *Targeted information—electronic or printed *Follow up face-to-face meetings *Web site
		Concerned industries	*To participate in the program *To inform customers of their participation in the program—point-of-sale materials, advertisements, salesmen, etc. *To feed back to GNBS suggestions for improving the programs, additional standards needed, assistance they need, additional information they need	*Why program is important to them and the industry *Benefit to them *What they need to do to participate *Where to get additional information and assistance	*Briefing meetings and presentations *Advisory assistance from GNBS staff *Fact sheets *Standards *Targeted information—electronic or printed *Web site
		Concerned consumers	*To buy certified products or deal with vendors who are certified *To put pressure on vendors to participate in the program	*What is the quality program *Why it is important for them to buy products that are certified *Where to get more information on the program and participating vendors	*Point-of-sale materials—posters, stickers, handouts *Salespersons *Mass media

GNBS Communication Strategy

11.   New or Expanded Communications Services to be Developed by GNBS

GNBS currently has an active public relations program with weekly radio, TV and newspaper programs/columns. It also has a steady stream of press releases going out, press conferences and other events, meetings with various groups and other activities. The consultant team is recommending that the current program be reoriented by reducing the emphasis on general public relations activities through the mass media and putting more time and resources into targeted communications activities.

Targeted communications would involve reducing the number of existing mass media programs. It is recommended that GNBS consider dropping the planned 15-minute and half-hour weekly TV shows in order to use the money for more targeted communications efforts such as fact sheets, targeted newsletters, briefing presentations, point-of-sale materials. The following communications services should be strengthened as part of this reorientation:

- **Campaign Planning and Management** – The GNBS work plan details many of the actions to be taken in its programs, such as the metrication program. It is recommended that in some program areas there be campaign plans developed which would spell out the target results, target audience groups, intermediary groups, messages, programs/materials to be produced, timetable, budget and monitoring activities. The campaign plans should spell out clearly who is responsible for what activities. The communications staff should work with the departments to help them to develop campaign plans. A campaign coordinator should be designated within the communications unit who would be responsible for implementing the campaign, including managing the budget.

- **Clientele Database Program** – As part of the recommendation to add an Information Technology (IT) function to the proposed Information Services Department (see Section 12.A), a database program be developed for gathering, analyzing and outputting information related to GNBS clients, potential clients, influential groups, and other key stakeholders. This should be started with the compliance program and then expanded to serve all the departments. The consultant team helped the GNBS staff compile an institutional inventory of all the organizations that have involvement in some way with standards. This inventory is presented in Annex 1. This inventory can provide guidance of the types of stakeholder groups which should be put into the proposed database. This would be in addition to specific clients participating in the various GNBS programs, such as compliance, product certification, etc.

- **Targeted Information and Other Electronic and Printed Communications Outputs** – The Communication Action Plan also shows that targeted information—electronic and printed—will be needed for influential groups, policymakers, and GNBS clients and potential clients. These would be linked with the recommended database which would contain profiles on all clients and stakeholders and be able to

generate mailing lists for targeted groups. The information could be sent electronically through emails, as faxes, or printed and mailed to the target audience.

- **Fact Sheet Production –** GNBS has produced fact sheets. The consultant team is suggesting that this be expanded and the fact sheets be more targeted and of higher quality. Guidelines have been left with the staff on how to produce fact sheets.

- **Point-of-sale Materials –** GNBS has done almost nothing with point-of-sale materials. This is probably the most effective channel of communication for reaching consumers and encouraging retailers to participate in GNBS programs. The Standards Mark and compliance seal are two examples, but in these cases they have not been made very visible or promoted. Point-of-sale materials—such as logos, posters or certificates, desktop flip charts, handouts, etc.—could be among the most effective communications tools for promoting standards and quality. They are at the "most teachable" location for consumers and they also make the vendors look good. For many of the programs, more emphasis should be put on developing point-of-sale materials for industries/retailers as promotional materials showing they are participating in compliance, product certification and other GNBS programs.

- **Audience Research** – This would involve using focus groups, pre-testing of materials/programs, and monitoring the implementation of campaigns and their impact. At the current time, GNBS does not have the resources to hire public opinion polling firms to do overall studies of the general public and stakeholders to learn what they understand and think about the standards program. However, it is recommended that specific campaigns use focus groups, pre-testing and monitoring techniques to ensure that the campaign will be effective. The consultant team has left with the staff information describing the various types of audience research that can be used by GNBS.

- **PowerPoint Presentations –** The Communication Action Plan (Section 10 above) clearly shows that briefing meetings and presentations are going to be an extremely important channel of communication for GNBS. These will involve all staff. Therefore, it is recommended that the Information Services Department add an artist who will help all staff (working under the campaign coordinator's supervision) develop PowerPoint presentations. The consultant team has brought in for GNBS a desktop flip chart that can be used to present printed PowerPoint presentations for small groups. GNBS should also consider buying a computer projector so that PowerPoint presentations can be given to larger groups. These presentations will force the GNBS staff to focus and sharpen their briefing meetings and will increase the impact on the audience. All staff must be trained on how to give PowerPoint presentations.

12.   Recommendations for Strengthening GNBS Communications Capabilities

The consultant team had a series of meetings with GNBS staff and looked at a number of communications materials produced. As result of this assessment, there are some recommendations on how the quality of communication can be improved and the capabilities be strengthened.

A. Changing the Name of the Communication Unit

The current GNBS organization chart shows there is an Information and Public Awareness Department which has three divisions: Standards Information; Public Awareness; and Metrication. It is assumed that the Metrication is included because it is primarily a communication campaign. It is also assumed that the metrication program is a temporary function until the metric campaign concludes in January 2002.

There was a considerable amount of discussion among GNBS staff and some with the Council on what name should be used for the department responsible for implementing the communication program. No consensus was reached even though many possibilities were discussed. Therefore, the consultant team is recommending that this unit be called the "Information Services Department." There are two reasons for using this nomenclature. First, the department only deals with information. Second, it should be identified as being a service program to the technical departments and GNBS as a whole. The term "Public Relations" normally have a negative connotation among government and donor agencies as one of promoting the organization, even if it provides no useful services. Public relations reflects a narrow view of communications since it focuses only on the image of the organization, not in supporting the technical programs.

The consultant team recommends that the Information Services Department be responsible for the following functions:

- **Program Support Services** – This function would focus on developing campaigns and communication services that support the implementation of the technical programs operated by the other departments. It would ensure that campaigns are implemented, fact sheets produced, targeted information produced and distributed, briefing presentations developed, and other programs/materials produced which the technical programs need.

- **Information Technology** – GNBS needs to greatly strengthen its use of computer technology. Therefore, it is recommended that a new staff member be hired (or computer company contracted) who will be responsible for setting up the computer network, helping staff use it properly, overseeing the development of databases, and providing leadership with regards to maintaining and updating the GNBS web site. GNBS should seek government assistance in securing funds for computerization. Government and donor agencies, such as the Inter-American Development Bank, are providing a considerable amount of funds for government agencies to computerize.

- **Information Clearinghouse** – The current information center needs to be strengthened in terms of its collection of materials, including CD-ROMs and other materials. Major emphasis should be put on the "clearinghouse concept," where the program actively sorts, packages and disseminates information to GNBS staff and stakeholders. This can be done through "Current Awareness" reports, email announcements and summaries, etc. The clearinghouse should become much more active in promoting and selling standards and disseminating fact sheets and other materials.

- **Public Relations** – There is a considerable amount of effort currently being put on public relations about what GNBS is doing. It is recommended that the level of this effort be reduced and shifted to program support communications activities. However, there will be a need to continue some public relations activities.

B. Institutional Development

Communicating to policymakers, stakeholders, clients, potential clients, influential groups, consumers and the general public is the primary activity of GNBS. All staff are involved in communicating to various groups. Therefore, the recommendations for strengthening GNBS's communications capabilities go beyond the Information Services Department.

- **Computerization** – A major effort should be made to provide every technical and administrative staff member with a computer. Inspectors and others who spend most of their time working outside the office should have laptop computers with docking stations in the office so they can be plugged into the network. All the computers should be on a Local Area Network (LAN) so that they can share files, exchange internally and externally emails, share printers, and all have access through the network to the Internet. The software should include word processing, spreadsheets, presentations, and database programs. The staff should be trained how to use the computer network and all the programs. An IT Coordinator should be hired (or a computer company contracted) to set up the network, help the staff and oversee development of databases and other special programs. An outside IT consultant should be used to help GNBS determine exactly what computer hardware and software should be procured, help set it up, and train the GNBS IT specialist.

- **Equipment** – Besides the computerization, the Information Services Department should have some additional equipment including a computer projector (or arrangements for renting one), digital camera, desktop flipcharts, whiteboards in the conference and training rooms, and a new TV and VCR. This is in addition to the current equipment such as the color printers.

- **Strengthening Communications Skills of all GNBS Technical Staff** – Communications training should be included in the upcoming training needs

assessment with which the GEO project is going to assist. All the GNBS technical staff should receive the following training:

(1) Public speaking and workshop organization and facilitation
(2) Giving PowerPoint presentations
(3) Technical writing
(4) Using computers—this could include basics such as typing; using the LAN and its features such as shared calendars, emails, etc.; using databases developed for GNBS; searching the Internet; etc.

- **Specialized Training for the Communication Staff** – The staff of the Information Services Department should receive the following special training:
  (1) A study tour to some of the standards bureaus in the region to study what they are doing and how they are carrying out their communication programs
  (2) Training in campaign design, news writing, editing, desktop publishing, producing presentations, scripting for radio and TV, pre-testing materials and conducting focus groups, etc.

- **Strengthen Graphics Art Capabilities** – The quality of the graphic image of all materials produced by GNBS will play a very important part in creating a positive image of the Bureau with stakeholder groups and the public. GNBS is competing with commercial companies who produce very slick and professional-looking materials and programs. Therefore, there is an urgent need for GNBS is to improve its visual images. The current materials—brochures, posters, fact sheets, TV programs, etc.—lack a professional visual image. It is recommended that the Information Services Department hire an artist who will be responsible for layout of printed materials, prepare graphics and photographs for all materials, help with PowerPoint presentations, design posters and billboards, etc.

C. Quality Control

The consultant team feels that the quality of materials/programs produced can be improved including the editorial content, quality of writing, layout, and visual image. The following are a few recommendations for helping to improve the quality, in addition to the above recommendations for equipment and staff training:

- **Editorial Review and Approval Process** – All materials produced need to go through a three-person editorial committee including editing (understanding the content, spelling, grammar, etc.), checking the technical accuracy, and a policy check. No articles should be printed without a careful edit by a communications specialist. The Information Services Department should have and use editorial style guides (such as Strunk and White's *Elements of Style* for general publications and the *AP Style Book* for newspaper articles). It is recommended that this review and approval process be discussed among the GNBS senior staff and formal GNBS Style Manual

be prepared and adopted. The Information Services staff should have final approval on the editorial style; the technical staff will be responsible for ensuring that the technical content is correct; and the GNBS Director will check any policy issues where they exist.

- **Role of Information Services Staff in Production of Materials** – At the current time there are materials produced and disseminated which are written by the technical staff with no inputs from the communications specialists. As mentioned in the last paragraph, producing materials and programs must be a team effort with the technical staff and communications staff working together, with each respecting the other's responsibilities. The communications staff also should be given more authority in determining what should be provided to mass media to ensure that only the most relevant items are given to the public to protect the image of GNBS.

- **Desktop Publishing –** It was observed that one of the serious bottlenecks in the production of standards and other materials, and the quality of newsletter and other printed materials appears to be with the registry clerk typists. The typing of standards, newsletters, and other printed materials is mixed into their other typing load of correspondence and other administrative tasks. It is recommended that one clerk typist be pulled out of the Registry and assigned to the Information Service Department. This person then should receive special training in desktop publishing and working with electronic communications.

D. Management Issues

The effectiveness of the Information Services Department can be improved through introducing a couple of new management practices:

- **Joint Work Planning with Technical Departments –** Since more emphasis of the communication program should be put on program support, the Information Services Department's work planning should be done jointly with the technical departments. The technical departments should identify their priority programs and then make decisions in conjunction with the Information Services Department on the communication support services they will provide. The communications specialists should recommend to the technical departments what types of communications materials and programs would contribute to the latter achieving the results they want.

- **Early Involvement in Developing New GNBS Programs –** When a decision is made to develop a new program—such as expanding the jewelry product certification—the communications specialists should be involved from the beginning in contributing to the program design. The role of the communication specialists will be to provide the target audience perspective and advise the technical department what it will take to change the behavior of the target audience. By doing this,

campaigns and communication support activities will be fully integrated into the implementation of these new GNBS programs.

- **More Financial Responsibility –** At the current time it does not appear the Information Services Department has a budget. Therefore, financial decisions are made in an ad hoc manner as needs arise. With more emphasis being put onto program-support communications services and campaigns, the Department is going to have to have more financial responsibility. This will also make it clear what the budget needs are for a professional communication program.

- **Monitoring Results –** GNBS needs to do a better job of monitoring what its communication program is doing and be in a position to decide between alternative communication activities. Where possible, audience research data should be sought on mass media outlets (the number of viewers/readers, profile of who they are, age mix, etc.) being used and this be compared with more targeted communication possibilities. Which channel of communication is more cost effective for achieving results? When materials are produced they should be pre-tested whenever possible to ensure that they are effective. The distribution and utilization of materials—such as point-of-sale materials to retailers—should be carefully monitored to make sure they get to the correct groups and that they use them. There should be a feedback mechanism for all materials distributed to target groups to get their reactions on the materials, recommendations for improving future materials, and ideas for additional materials.

ANNEX #1: Institutional Inventory

INSTITUTIONAL INVENTORY
ORGANIZATIONS INVOLVED IN GUYANA STANDARDS PROGRAM

Matrix 1

GUYANA NATIONAL BUREAU OF STANDARDS (GNBS)

FUNCTIONS:
PL = Policy and Legislation
DS = Development of Standards
RD = Research and Development
EC = Enforcement, Compliance and Regulation
IP = Importation
ET = Export and Trade
IS = Technical Information on Standards
IC = Information, Communication, Public Awareness and Standards Promotion
AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	# STAFF
GNBS												44
Standardisation Department	X	X	X				X	X	X			3
Management System Department								X	X			5
Engineering/Metrology and Compliance Department	X			X	X	X			X	X		15
Information and Public Awareness Department							X	X				6
Administrative and Finance Department	X											13

GNBS Communication Strategy

Matrix 2

OTHER PUBLIC SECTOR AGENCIES

FUNCTIONS:
PL = Policy and Legislation
DS = Development of Standards
RD = Research and Development
EC = Enforcement, Compliance and Regulation
IP = Importation
ET = Export and Trade
IS = Technical Information on Standards
IC = Information, Communication, Public Awareness and Standards Promotion
AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
Guyana Forestry Commission	X	X	X	X		X	X	X	X		X	
Environmental Protection Agency	X	X	X	X			X	X	X	X	X	
Guyana Geology and Mines Commission	X	X	X	X			X	X	X		X	
Ministry of Health – Food and Drugs Department		X	X	X	X	X	X	X	X	X	X	
Ministry of Foreign Trade-						X		X				
Export Promotion Council		X				X	X	X	X		X	Future
National Frequency Management Unit		X					X	X	X		X	
Ministry of Commerce, Tourism and Industry	X			X	X	X		X		X		
Veterinary Medicine and Public Health			X	X	X					X		
Plant and Animal Quarantine				X	X	X	X	X				
Institute of Applied Science and Technology		X	X				X	X			X	
Ministry of Fisheries, Crops and Livestock		X		X		X	X	X	X			
Ministry of Agriculture –		X	X	X		X	X	X	X	? X		
City Engineers Department				X			X		X	X	X	
New Guyana Marketing Corporation						X	X	X	X			
National Agricultural Research Institute			X				X		X			

GNBS Communication Strategy

OTHER PUBLIC SECTOR AGENCIES

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ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
University of Guyana		X	X				X					
Ministry of Labor- Occupational Health and Safety	X	X	X	X			X	X	X			
Ministry of Home Affairs	X			X								
Guyana Gold Board					X							
Ministry of Legal Affairs	X											
Customs and Trade				X	X	X		X				
Guyana Energy Agency				X	X	X				X		Monitor gas stations
Ministry of Finance Tender Board				X						?X		Future involvement
Ministry of Local Government (control regions)				X						?X		Weights and Measures
Police Force				X						?X		Public Prosecution
Guyana Fire Service		X		X								
Food Policy Division	X	X						X				

Matrix 3

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FUNCTIONS:
PL = Policy and Legislation
DS = Development of Standards
RD = Research and Development
EC = Enforcement, Compliance and Regulation
IP = Importation
ET = Export and Trade
IS = Technical Information on Standards
IC = Information, Communication, Public Awareness and Standards Promotion
AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
GRMEDA – Guyana Rice Millers		X				X	X	X	X		X	
Guyana Consumer Association		X						X	X	X	X	
Guyana Consumer Advisory Bureau		X						X	X	X	X	
Forest Products Association		X				X	X	X	X		X	
Guyana Manufacturer's Association		X				X	X	X	X		X	
Jeweller's Association		X				X	X	X	X		X	
Rice Producer's Association		X										
Furniture Associations		X				X	X		X		X	
Refrigerators GARVA							X				X	
Seafood Processor?		X					X	X			X	
Guyana Association of Professional Engineers		X	X					X	X		X	
Guyana Petrol Dealers Association								X	X			
Guyana Institute of Architects								X	X			
Guyana Contractors Association								X	X			
Guyana Consultant Association								X	X			
Fisherman Co-op Society						X						Beneficiary
GENCAPD – Guyana Environmental Capacity for Mining Development			? X									

GNBS Communication Strategy

NON GOVERNMENTAL

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AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
Chambers of Commerce		X			X	X				X		
Tourism and Hospitality Association of Guyana		X		X				X				
Customs Broker Association					X							
Clinical Laboratories		X										
Chemical, microbiological and physical testing											X	Future

Matrix 4

INTERNATIONAL ORGANIZATIONS

FUNCTIONS:
PL = Policy and Legislation
DS = Development of Standards
RD = Research and Development
EC = Enforcement, Compliance and Regulation
IP = Importation
ET = Export and Trade
IS = Technical Information on Standards
IC = Information, Communication, Public Awareness and Standards Promotion
AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
REGIONAL:												
Caribbean Development Bank								X			X	
IICA		X	X			X	X	X	X		X	
PAHO		X					X				X	
CARICOM	X	X	X	X	X	X	X	X	X	X	X	
Trinidad Bureau of Standards		X	X				X	X	X		X	
Jamaica Bureau of Standards		X	X				X	X	X		X	
Barbados Bureau of Standards		X	X				X	X	X		X	
Iwokarama			X									
GLOBAL:												
CODEX		X	X				X	X	X		X	
ISO		X	X				X	X	X		X	
UNDP								X	X		X	
CIDA								X	X			
IEC		X	X				X	X	X		X	
International System of Metrology (SIM)											X	

GNBS Communication Strategy

INTERNATIONAL ORGANIZATIONS

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EC = Enforcement, Compliance and Regulation
IP = Importation
ET = Export and Trade
IS = Technical Information on Standards
IC = Information, Communication, Public Awareness and Standards Promotion
AT = Advisory Assistance and Training on Standards
CC = Consumer Complaints
SI = Service Organizations Supporting Standards Programs

ORGANIZATIONS	PL	DS	RD	EC	IP	ET	IS	IC	AT	CC	SI	COMMENTS
International Organization of Legal Metrology		X	X				X		X		X	
National Institute of Standards and Technology		X	X				X		X		X	
British Standards Institute		X	X				X		X		X	
COTED		X									X	Caribbean Organization on Trade Matters
Department for International Development (DFID)											X	

Annex 2

ASSESSMENT OF
GNBS COMMUNICATION EQUIPMENT
(other than computers)

This is a general assessment of the communication equipment GNBS currently has:

DESCRIPTION	LOCATION	CONDITION	REMARKS
Television Receiver	Information Center	Poor	Remote not working, antenna is broken
VCR	Information Center	Does not operate	
Overhead Projector	Storeroom	Working	
Screen	Storeroom	Poor	The hook does not work and the screen has some stains
Flip Chart Stand	Metrication Program	Good	
Flip Chart Stand	Management Systems	Good	
Fax machine	Director's Office	Good	
Photo Copy machine	Director's Office	Being Repaired	Waiting for some parts

Recommendations :

1. The following equipment should be repaired or replaced
   - VCR
   - Television
   - Screen

2. The following equipment should be given priority for purchase:
   - Computer projector (which also can project video tapes from the VCR) – an alternative is to rent the projector when needed, which should be investigated
   - Digital still camera
   - Desktop flip charts to show PowerPoint printed materials (the GEO project will be providing one with plastic sleeves/holders)

3. The following items should be considered:
   - Super VHS video camera – such a camera could have three potential uses for GNBS: (1) record video materials which could be included in TV programs; (2) record clips to illustrate examples or statements of clients/influential groups/consumers that can be shown to policy makers, clients, etc.; and (3) for training through recording GNBS staff in public speaking and presentations (for meetings, TV, etc.). Part of the decision on this item should be on how much television production GNBS will be involved in the future.
   - Audio tape recorder – if GNBS continues working with radio stations this might be a good investment so that staff, clients, influential groups, Council members, and others can be interviewed "on location" for the programs. GNBS could also record programs that are broadcast.

Annex 3

PRELIMINARY ASSESSMENT OF
GNBS COMPUTER EQUIPMENT

This table provides a preliminary listing of GNBS computer equipment. There was not time to determine the specifications of the computers nor test the peripherals. It is recommended that an Information Technology expert do a thorough assessment of the GNBS current equipment and provide recommendations on what is needed to create a LAN (Local Area Network) serving all the GNBS staff with file sharing, internal and external email, network access to the Internet, and printer sharing. The IT expert's recommendations should also include software requirements for standard office operations (word processing, spread sheets, emails, etc.), desktop publishing, Web Site maintenance, database operations, etc.

DESCRIPTION	LOCATION	CONDITION	REMARKS
1. Computer	Director's Office	Good	On loan to Registry
2. Computer	Confidential Secretary	Good/slow	Large LaserJet printer Small LaserJet printer (not working) Scanner
3.Computer	Accounting	Good	Color Inkjet Printer
4. Computer	Registry	Good	Large LaserJet Printer
5. Computer	Registry	Good	Color Inkjet Printer
5. Computer	Registry	Good	Color Inkjet Printer
6. Computer	Registry	Good	No printer and not on network, have to take disks to another computer to print
7. Computer	Registry	Needs repair	
8. Computer	Compliance Dept.	Good	Color Inkjet Printer
9. Computer	Management Systems	Good	Small LaserJet Printer
10. Computer	Information Center	Good	Only computer hooked to Internet Professional Color Inkjet Printer
11. Computer	Information Center	Needs repair	
12. Network Server	Information Center	Unknown	At the current time no computers are operating on the LAN

Summary:

GNBS has the following computer equipment:

- 11 computers – some are slow and probably should be upgraded. Two computers are not operating
- 9 printers – one is not operating. There are 4 LaserJet and 5 color InkJet
- 1 scanner – it is currently not hooked up to a computer
- 1 network server – at the current time no computers are operating on the network, there are 6 cables going into the server

Recommendations :

The GNBS Communications Strategy gives high priority to GNBS strengthening its Information Technology (IT) capabilities. This includes:

- All staff (except drivers, janitorial) should have their own computers. Inspectors and other staff who spend time in the field should have laptop computers with docking stations in the office so that they can download information collected onto the LAN.
- All the computers should be hooked to a Local Area Network (LAN) for file sharing, internal and external email, access to the Internet, shared printers, shared calendars, and use of Outlook for emails, faxes and/or mail merge printing of individualized letters and reports.
- Software should include Microsoft office suite, including Access database program and Outlook; and additional programs including Microsoft Project, a desktop publishing program, photo editor program, graphics, and an Internet publishing program (Outlook Front Page).
- One computer specialist should be hired (or a computer company contracted) to help set up the LAN, develop programs, help staff with computer problems, and operate/maintain the LAN. This person should be in the proposed Information Services Department, or if a contract to a firm to be assigned to the Department.
- The staff need training on how to use computers (if they are not computer literate), how to effectively work on the LAN (emails, scheduling with calendar, developing mailing lists, etc.), how to use the programs that are needed for their tasks (word processing, spreadsheets, desktop publishing, database, etc.), how to navigate the Internet, etc.

Apparently the Inter-American Development Bank (IDB) is providing a loan to the Government for computerization. This and other sources of funds should be explored in conjunction with the Council and Ministry. Other donors should also be explored if sufficient government or IDB funds are not available.

In the interim, it is recommended that the existing computers be maintained and that PowerPoint software be put on all the computers to which technical staff have access.

It is recommended that, if possible, the GEO project provide an IT expert for a day or two to help GNBS do a proper assessment of its computer needs and prepare a proposal for establishing a fully operating LAN system. The GEO project should also check into the possibility of procuring at a special price Chemonics International home office computers when they are upgraded this fall.

Annex 4

GUIDELINES FOR PREPARING PROJECT FACT SHEETS

WHAT ARE FACT SHEETS?

The term "fact sheets" is a generic term for brief, printed materials – generally one or two pages in length – on specific subjects that will be used by the project and partners for providing information to stakeholders, influential groups, and many other groups. Fact sheets are generally done in multiple languages—English for the international community and the primary language of the project stakeholders. It is not necessary to do them in languages of end user groups.

Fact sheets should capture the most relevant facts needed by the various target audiences— policy makers, partners, influential groups and end-users. Fact sheets are often referred to as being "wholesale" information materials. This means that they contain information other groups will use and adapt for communicating to their "end-user" or ultimate target audience groups. The local intermediary groups who will be given the fact sheets can adapt the information and "retail" it in a form which the end-users can understand and which addresses their interests and concerns.

Therefore, the main focus on producing fact sheets is to identify exactly what information end-users need and to ensure the information is technically correct. The second reason for producing fact sheets is to secure a consensus of the messages the project or partner is to disseminate.

Fact sheets are generally the starting points for identifying and developing messages for a project communication program. Once the fact sheets are prepared and approved, it is then easy to produce other communication materials such as news releases, brochures, radio and TV programs, posters, training materials, etc. The fact sheets assure that the basic messages are the same in these other materials and that the facts are approved.

PURPOSE

Producing fact sheets achieves two primary purposes:

1. **Assembling the information for approvals** – for a specific subject, a fact sheet puts all the relevant facts on to paper so it can be reviewed for technical content, policy and political appropriateness, and its relevance for the intended audience and program. It is essential to get approvals before other materials (such as news releases, leaflets) on this subject are produced. Fact sheets are the basic information source for producing other communication materials and programs. Getting consensus of the exact messages a project is to relay is often a difficult process; fact sheets force all parties to come to agreement.

2. **Disseminating to intermediary groups** – the reason for producing fact sheets is to ensure that all participating groups are relaying the same messages. Fact sheets provide intermediary groups with information which they can integrate into their programs and communicate to end-users. Therefore, with fact sheets it is more likely that these groups will be relaying to end-users the recommended package of practices and that the information will be accurate. Fact sheets should be the beginning step in putting together information that can be used for training programs and all the various communication programs in the project.

POTENTIAL USERS OF FACT SHEETS

There are many potential users for project fact sheets. The following are a few examples:

1. **Project Staff and Consultants** – to be collected and organized in notebooks so that when they receive questions or prepare for meetings/workshops they are sure the subject matter is correct (and approved) and fits the project's approach and policies.

2. **Policymakers** – provide background and briefing information to policy makers at the national, regional and local levels so the project is assured of relaying uniform information to all these groups in order to increase policymaker understanding of the need to change policies and implement them.

3. **Influential groups** – these are very important groups as they can influence both policymakers and end users. They could include government agencies, industry associations and chambers of commerce, NGOs, civic organizations, schools and academia and many other groups. Each project will have to determine who are the most important influential groups they need to involve.

4. **Media Representatives** – mass media representatives—newspapers, magazines, radio, TV and others—can use the information contained in fact sheets for preparing their programs and materials. Fact sheets can be a very important mechanism for ensuring that correct and accurate information is being given to the media.

5. **Field Workers** – these can be government field workers (such as health workers, agricultural extension agents), school teachers, NGO staff, private sector wholesale and retail outlets, etc.

6. **Foreign Officials and Visitors** – fact sheets can be valuable tools for briefing donor agencies, other projects, and foreign visitors.

HOW TO PREPARE THE FACT SHEETS

The following steps should be followed. It is recommended, where possible, to have an expatriate short-term consultant help identify the subjects and oversee the production process.

1. **Select subjects** – one of the most important tasks is to identify the subjects for which fact sheets will be prepared. The subject must fit the priority messages for the project. The subjects should be specific so that it can be put into a page or two with graphics or photographs included. A series of fact sheets can be prepared for a general subject. A "subject tree" needs to be prepared with multiple sub-boxes under each main subject. Each box should represent a subject for which a fact sheet is to be prepared. As you go down the subject tree the topic becomes more detailed on a specific subject. It is important that each fact sheet *covers one specific subject, which contains a single recommended practice or theme.* If a fact sheet contains too much information it needs to either be simplified or broken into two or more fact sheets.
2. **Establish a production team** – a team should consist of a technical person from the project or partner, a technical copywriter, and a graphic artist/desktop publishing specialist. In some cases someone representing the policy perspective should be included. This team will be responsible for gathering the information, determining how it will be presented, preparing visuals, writing the copy, securing approvals, doing the layout, and preparing the camera-ready copy of the fact sheet, which will be given to a printer.
3. **Prepare draft fact sheets** – the production team should determine the fact sheet series titles, titles for individual fact sheets, write the copy, and prepare one or more layouts.
4. **Pre-test** – it is always recommended that the draft fact sheets be tested on some of the target groups who will be using them. The main thing to test is target audience understanding of the fact sheet. If multiple layouts have been made, they should all be tested. It is also a good idea to test the title for the fact sheet series to make sure it is interesting and communicates the desired theme.
5. **Secure approvals** – before fact sheets are put into final form they should be approved by the appropriate project team members and partners. The approvals will involve checking for technical accuracy, policy issues and understanding.
6. **Prepare camera-ready copy and print** – once the approvals are received, the fact sheet will be finalized and published.
7. **Dissemination** – each fact sheet should have a distribution plan such as partners, influential groups, media representatives, training courses, policymakers, foreign officials, etc.
8. **Archive** – a filing system must be put into place to keep all fact sheets available for future use.
9. **Explore further uses** – as a number of fact sheets are produced they should be put into notebooks for project staff, consultants, and other associated groups. The fact sheets should be organized in problem-solving sections in the notebooks so that users can easily locate the fact sheets when preparing for meetings, producing other printed materials, preparing for being interviewed, or answering questions to clients and stakeholders.

SELECTING SUBJECTS FOR FACT SHEETS

One of the hardest tasks is selecting the subjects for fact sheets. It is recommended that fact sheets be prepared on all the major subjects/recommendations/issues a project wants to communicate to stakeholders and end-user groups. As mentioned above, it is recommended that a "subject tree" be prepared identifying subjects where fact sheets will be prepared. For example, the top of the tree could reflect the overall objectives of the project. This could be followed by one fact sheet summarizing each of the Intermediate Results, or project components. Under each component there could be a series of subjects at the next layer explaining the process and specific recommendations. There are a couple criteria for selecting subjects that need to be taken into consideration:

1. **Relevance to Target Audiences** – this includes policymakers, partners, influential groups, end users, and other groups important to the project. The subjects selected should reflect concerns of these groups or subjects, which they should learn more about.

2. **Importance to Project** – each box in the subject tree should be an important subject, which contributes to the project achieving its targets.

3. **Subject can be Explained in Two Pages** – the subject should be specific enough to be clearly explained (without details) in two pages on one sheet of paper. If it can't be done, then break the subject into sub-topics that can be explained in the space available on a fact sheet.

ORGANIZING THE MESSAGE

Before beginning to write the fact sheet, the production team should create the following outline:

1. **Overall Key Point** – this is the overall point, which you want to get across to the reader in this fact sheet. This point should be put into the "highlighted summary box" as explained in item 4 in the next section.

2. **Supporting Points** – no more than four or five bullets giving the key supporting information to the main point. These bullets could be put in the "The Facts in Summary" described below in item 8.

3. **Identify Visuals** – from the beginning, the team needs to begin identifying possible graphics, photographs, charts or other visuals that should be used in the fact sheet to support explaining the subject and add interest. Readers tend to look first at the visuals and then ,if they are interested, they will read the written section. Therefore, the visuals are very important and must attract the attention of the reader and contribute to their understanding of the subject.

OUTLINE FOR A FACT SHEET

The following is an outline for fact sheets. This outline might vary to fit the specific project needs, audiences, subjects, and uses. In most cases, the fact sheet should be on one sheet of paper printed on both sides.

1. **Series Title** – to be interesting and fit the overall theme of the project.

2. **Fact Sheet Title** – should be descriptive of the subject, interesting and where possible show the benefit.

3. **Logo and Slogan** – the project or partners logo and slogan or a special logo or slogan for a specific campaign

4. **Highlighted Summary** – A summary of the message stressing the positive benefit or why it is important should be in a box in larger font somewhere prominent in the layout on the front page so that it attracts the attention of the reader and sets the stage for reading the fact sheet.

5. **Main Body** – The body of the main message—maybe two-thirds of a page in length—should include briefly information about:

   a. what it is
   b. why important/benefit
   c. summary how done (if relevant)
   d. who involved (if relevant)
   e. when (if relevant)

6. **Frequently Asked Questions** – A series of questions with brief answers should be included. These should be questions which readers would have and be issues that need to be addressed. These questions provide the opportunity to address concerns of readers or clientele in positive terms. It gives the fact sheet credibility and allows including relevant information in a brief form.

7. **How to Effectively Disseminate this Information** – in some cases it is important to give the intermediary groups suggestions on how they can package this information for communicating to end users. Examples would be people to interview for mass media, how to organize events, visuals that can be produced, etc. This section does not apply for many fact sheets.

8. **The Facts In Summary** – if appropriate and space is available, the last section should contain bullets stating the primary facts you want the reader to remember.

9. **Where to Get More Information** – this section should be at the bottom, on the back, and should name the technical specialist, project or partner address, telephone number and email address.

10. **Date** – at the bottom should be the date prepared; normally month and year

11. **Code** – a code should be given at the bottom. It is suggested that the code contain the result or component number (1.1, 1.2, 2.1, 2.2) and the sequence number for each starting with number 1

12. **Graphics** – each fact sheet should have at least one drawing, photograph, chart or some other visual which helps explain the subject and to make the fact sheet more interesting.

LAYOUT AND PAPER

The layout for all the fact sheets should be uniform. This will create the image for the project or partners, depending upon whom the fact sheets are produced for. The layout should be interesting, professional-looking and simple. The layout should not be too fancy as to detract from the fact sheet message. A good guide is to have a layout that is similar to a professional magazine, such as a good business or trade magazine. The paper should be heavier than copy paper and of higher quality. Again, the quality could be the same as a good business magazine.

Annex 5

FRAMEWORK FOR AUDIENCE RESEARCH

1.	**MAJOR TYPES OF AUDIENCE RESEARCH:**

There are six types of audience research our projects can use:

1.1	**Baseline Research** -- This research is to gather information on the current knowledge levels, attitudes, and practices (normally referred to as KAP studies) of the various target audience groups (such as general public, project target audience groups, influential groups, policy makers, etc.). The primary purpose is to serve as a base for comparing the findings following the implementation of the communication program (see item 1.5). This research is useful for showing results (increases in KAP levels) of the communication program to USAID (the sponsor) and the project partners (the implementers). This type of research lets the primary stakeholders know if progress has been made in achieving the behavioral change goals of the project. The follow up KAP studies (item 1.5) must be linked to this baseline research in terms of the information gathered. Both must be done if there is a productive output for this component. The logic of this research comes from "diffusion of innovations research" done by sociologists where it has been found that there is a sequence in the adoption process—knowledge (learning about the practice), interest and information seeking, developing a positive attitude towards the practice, trial (if possible), and full adoption. Therefore, changes in knowledge and attitudes become predictors of change in practices. This research will provide information to the communication planners for designing communication activities, even though that is not the primary purpose.

1.2	**Action Research to Guide the Design of the Campaign** -- This is research on the key target audience groups that will give the project and partners practical information for designing and implementing the communication program. The methods used for this type of research include focus group and in-depth interviews. A number of quantitative and qualitative interview tools have been developed for this type of research. Information is gathered as part of this research for the following purposes:

  1.2.1 **Selecting messages** – Information to guide the identification of effective messages and themes to use that encourage behavioral change. Because of a number of cultural, social, economic and other factors, it is often difficult to learn what target audience groups want to learn and what will appeal to them to change existing practices.

  1.2.2 **Treatment of message** – Information on how to treat the message. Is the message understood? Is it interesting? Another aspect of the treatment is the "appeal." What will catch the target audience's attention, change their attitudes, and motivate them? Do you use negative or positive appeals, relate to family, etc.?

  1.2.3 **Channels of communication** – What are the best ways to reach people? Most communication campaigns use a combination of mass media and interpersonal (people to people) communications. Therefore, it is vital to get information on mass media usage of the target audience (the media, such as TV, and what programs and times they watch) and

who influences their decision making (family members, local leaders, religious leaders, school teachers, fieldworker groups, etc.).

1.2.4 **Timing and frequency** – In many cases, the timing of the message is important, especially with farmers and groups who are driven by calendar events or seasons. This can mean what time of year the audience groups are most receptive to the message. It can also mean what time of the day is best to reach them. Are farmers out in the field during the day? Do they go to bed early? Is there an event which makes the target audience more receptive to the messages, such as when a child gets sick. When is the most teachable moment and what causes it? In almost all campaigns, exposing the target audience to a message one time only will have little impact. Therefore, it is important to assess how often they need to be exposed to a message and over how long of a period before they begin to understand and accept it.

1.3   **Pre-Testing Programs/Materials** – As the production of a communication campaign/program begins a series of pre-testing activities should take place on programs (radio, TV, meetings, etc.) or materials (posters, leaflets, slide presentations, flip charts, teaching materials, etc.). The pre-testing can focus on the message understanding and reaction, understanding of a graphic or photograph, appeal of different designs, etc. It should also include the pre-testing of logos and slogans. The process of pre-testing can be fairly simple or more formal. The materials/programs/messages/drawings are shown to target audience groups. Part of the process is to observe their reactions. Questions are asked to determine what they understand, their reactions, what they like best, etc.

1.4   **Monitoring Exposure** – It is important to know if the messages are actually getting to the target audience groups. In many countries there are firms who can be contracted who will clip specified articles from newspapers and magazines, and record the times and duration of radio and TV programs that are broadcast. These firms will generally be able to provide you information on how many people the articles/programs reached and the value of the space/air time if the project had paid for it. There are also techniques for recording the number of people attending meetings, front line workers talked with, number receiving fliers or leaflets, etc. It is important to have an idea of the number of people reached by each channel of communication and, more importantly, if the correct target audience is correct.

1.5   **Measuring Impact** – Using the baseline research as a foundation, this research activity goes back and measures the same KAP questions of the same target audience groups to see if the communication program has had any impact. This enables the project, partners and USAID to learn if the communication program is achieving the goal of increasing awareness, changing attitudes and causing behavioral change—and to what degree. This type of audience research provides guidance in determining how long to run the communication program/campaign; if changes need to be made in the messages, appeals, etc.

1.6   **Post Evaluation** – This type of audience research uses similar types of methods as item 1.2 (Action Research). This research is often done six months to one year after formal campaigns. It provides information if the changes in practices/behavior have stuck, and are they being continued. It will provide guidance if the communication program/campaign needs to be

carried out again and, if so, what changes need to be made. This type of research also provides valuable guidance for developing other campaigns for the same target audience.

Annex 6

Guyana Bureau of Standards Campaign
for
Metrication

1. OVERVIEW

As part of the international trend toward using a globally accepted system of measurement, the government of Guyana has issued Decree #4 as an amendment to the Weights and Measures Act. This decree mandates a switch from the Imperial System of measure to the International System of Units (SI), also known as the Metric System. With the vast majority of the world's population living in countries that are converting to, or have already converted to, the metric system, the Guyanese government will adopt by January 1, 2002, the same system for the sake of its simplicity and to facilitate international trade.

2. TASK IN THE GNBS COMMUNICATION STRATEGY

This campaign comes under the following task that is identified in the Communication Strategy:

- Task 1 – Countrywide campaign to educate stakeholders and the general public about the metric system and to promote its adoption by 100% of the population by January 1, 2002.

3. TARGETS

The ultimate goal of this campaign is to ensure the countrywide adoption of the metric system as the official unit of measure in Guyana. It is not reasonable to expect that the GNBS staff can undertake such a large task on its own, but they will need to partake in a series of activities to get the campaign rolling. The identification of key intermediary groups will be essential to the campaign's success. Representatives of industries, retailers, associations, teachers, media, etc. must all be identified and educated about the campaign so that they may in turn help to educate the public. Specifically this campaign will:

- Reactivate the defunct National Metrication Committee to serve as an advisory board throughout the campaign. New committee members will have to be identified and they should be selected to represent all aspects of Guyanese economic, political and social life.
- Identify and involve key stakeholders, including sister organizations and influential groups, that can receive and subsequently disseminate information to the general public.
- Provide participating stakeholders with information about the transition to the metric system through fact sheets and briefings.

- Increase understanding, acceptance and adoption of the metric system among key stakeholders, who will in turn become effective communicators and motivators leading to end-users (the general public) changing their practices.
- Monitor the impact these groups are having on their results framework and end-user practices.

4. RESULTS FRAMEWORK

The campaign has a specific result that it wants to achieve: convince 100% of the Guyanese population to convert to the metric system by January 1, 2002. There are certain indicators that the campaign team can monitor in order to achieve its result.

- Level of participation of the eight sectoral groups identified in the GNBS work plan in the use of metric as their system of measurement.
- Level of understanding among consumers about the metric system.

5. INSTITUTIONAL FRAMEWORK

The GNBS has designated a team to oversee the implementation of the metrication campaign. It is comprised of the public relations unit and a two-member technical team. Due to the urgency and short timeframe for implementing the campaign, it is recommended that two or three part-time employees be hired during the final three months to help with the community education efforts. All of the materials will be prepared with input from GNBS senior management and appropriate departments. This campaign will be done in coordination with target stakeholders, including the National Metrication Committee, who will serve as educators and disseminators of information to the general public.

6. INTERMEDIARY GROUPS

Intermediary groups promote change among end users. The first task is to identify who the key intermediary groups are that GNBS wants to involve in this campaign. An assessment needs to be made of who would be the most effective groups to work with. It will be the GNBS's responsibility to provide the intermediary groups with accurate information by way of fact sheets, brochures, posters, etc. Examples of intermediary groups that the metrication campaign should target are:

- **Policymakers** – provide promotional support for implementing the campaign and help secure funding.
  - GNBS Council – will be responsible for soliciting funds for the campaign from the Ministry of Finance
  - Political leaders – promote the campaign
- **Influential groups** – pressure policymakers to support the campaign; educate their constituents about the importance of switching to the metric system. Examples are:
  - Mass Media Representatives

- Teachers and other Field Workers
- NGOs, including Consumer Advocacy Associations
- Industry, Farming and Retail Associations
- Chambers of Commerce
- **GNBS staff** – will be responsible for spreading information about the campaign in their daily interactions with the public, i.e., during inspections, meetings, etc.
- **National Metrication Committee** – will have to be reactivated as an advisory board to the campaign planners. They will help identify funding sources for the implementation of the campaign and serve as advocates of the transition to metric for the sectors of the country that they represent.

7. TARGETING THE END USERS

It is not feasible for the GNBS alone to reach every citizen of Guyana with the message about the conversion to metric. When it comes to the adoption stage, intermediary groups will be crucial to getting the message about the metric campaign to a broader audience. Examples of end users that should be targeted via intermediary groups are:

- **GNBS clients** – GNBS staff and in many cases the associations that represent these clients will be responsible for disseminating the message about the campaign. Clients include:
  - Manufacturers
  - Importers and exporters
- **Students** – by way of teachers.
- **Drivers** – by way of the department of transportation and petrol associations.
- **Consumers** – by way of mass and targeted media and consumer associations.
- **General public** – by way of mass media.

8. KEY MESSAGES

It will be the GNBS's responsibility to convince the Guyanese people of why it is important to change to metric. The metrication campaign has been in place since 1997, so the first challenge will be to convince everyone that this time it's for real. The key messages for the campaign will be:

- Metric's Coming January 1, 2002 (Per Decree #4 to the Weights and Measures Act).
- The metric system is simpler than the current Imperial System.
- The transition to metric will facilitate Guyana's participation in international trade and therefore help the economy.

Once the intermediary groups have been identified, the key messages will be elaborated in fact sheets, which will be developed and customized to suit the different target audience needs. The fact sheets will serve as the building block for the campaign since they will summarize all of the necessary information in a precise and presentable manner. The subject of each fact sheet must be carefully identified and developed succinctly and accurately. It is recommended that the

GNBS metrication campaign staff develop the fact sheets based on a multi-tiered approach for the groups that will disseminate the information. The multi-tiered approach is outlined below:

- General awareness of the importance of metrication: Why is the change important/necessary and what are the repercussions for non-compliance?
- The fact sheets will be developed to address the needs of both consumers and industries: What are the implications for each group?
- Both consumers and industries should be sub-divided to address specific needs:
    - Consumers are most concerned with the four most common measurements:
        1. Mass
        2. Volume
        3. Temperature
        4. Length
    - Industry should be divided by subject matter to address specific needs. Examples of topics for industry fact sheets are:
        1) Land Measurement
        2) Logging and Cutting Boards
        3) Building plans

9. TYPES OF MEDIA

While intermediary groups will play the most important role in getting end users to adopt the metric system, different forms of the mass and small media will reach a broad audience and help raise general awareness about the campaign.

- **TV** – television is an essential component to promote initial awareness. TV coverage should be part of the campaign's start-up and used periodically until the campaign is complete.
- **Radio** – radio reaches all areas of the population and therefore has the best potential of raising general awareness about the metrication campaign. The GNBS should consider using well-known voices to narrate these messages.
- **Newspaper** – messages that are channeled through newspapers generally only reach a more-educated and urban population. However, using newspapers is a good way to get the message about the campaign to policymakers who will most likely be funding it.

The GNBS metrication team will have to identify the appropriate channels (which stations or newspapers) to use and determine the timing for broadcasting/printing the necessary messages. It is important to develop a collaborative relationship with the media so that the campaign will get the coverage that it needs rather than the GNBS having to pay every time it needs to get its message to the public. One way to avoid costly airtime is to identify the government-owned media outlets that could serve as sponsors of the metrication message. The metrication team should build upon the free media coverage that the GNBS already gets, like the weekly Sunday column or the five-minute TV spots.

- **Posters** – posters should have a timeless message since they have the potential of hanging in a designated place for months at a time. Fact sheets should be used to develop messages for posters and they should be placed in schools, public places or places where large numbers of people gather, such as sporting events, along the sea wall, etc. Special attention should be given to the layout and color of posters so that they are sure to catch the public's eye.
- **Billboards –** billboards can provide a quick, informational message to reinforce the campaign. They are not good for complicated or extensive informational messages. Slogans and other succinct bits of information such as the deadline for conversion to metric would be possible messages for billboards. Since this campaign affects the entire country, the most highly transited roads would be the best places to present billboard messages.
- **Promotional Materials –** items like pencils, key chains, bottle openers, calendars, etc. with simple messages about the campaign printed on them are another means of spreading the word. In this case, it would be appropriate to use items such as rulers, tape measurers or other measuring devices to really push the message. These items could be distributed as prizes at public and cultural gatherings, sporting events, etc. Intermediary groups who are dedicated to the campaign may be willing to sponsor the production of these promotional materials or local manufacturers may be willing to put metrication messages on their product labels for the duration of the campaign.

NOTE: All of the messages that are developed for the media (both mass and small media) should be pre-tested on a small group to ensure understanding. The GNBS team should ask the test group the following:

- What was the message? The test group participants should recount the message in their own words.
- Is the message effective? In other words, were the participants impacted?
- Do the participants believe that this message will have an impact on the general audience?

10. CAMPAIGN ACTIONS AND SUGGESTED TIMETABLE

The GNBS has already mapped out a work plan for implementing the metrication campaign, which includes widespread training and education initiatives. The work plan incorporates the use of the mass media, educational materials such as fact sheets and posters and person-to-person communication via community visits and seminars. What is lacking is a schedule of events and a budget that will keep the campaign on target. With less than seven months to go before the country officially adopts the metric system, the GNBS staff must organize an intense, non-stop campaign that will prepare the Guyanese for the new system.

The following actions and timetable are recommended to implement this campaign:

#	COMMUNICATION ACTION	Time Frame	REMARKS
1.	Train GNBS staff how to be effective communicators	Deadline: June 30, 2001	Public speaking, giving PowerPoint presentations, knowledge of subject matter, etc.
2.	Identify intermediary groups keeping in mind that these groups will be the bearers of information to the general public	Deadline: June 30, 2001	Public and private groups should be enlisted.
3.	Identify subjects for fact sheets; prepare fact sheets based on the intermediary groups selected and how the switch to the metric system will directly impact them. Pre-test fact sheets on a small group before widespread distribution.	Deadline: July 31, 2001	Fact sheet information must be completely accurate as it serves as the building block to the campaign. Fact sheets should look professional and be high quality.
4.	Prepare detailed budget of how much the metrication campaign will cost to implement.	Deadline: July 31, 2001	Include advertising, printing, transportation costs and break each cost down by line item.
5.	Reactivate and organize a meeting of the National Metrication Committee. Give PowerPoint presentation which outlines campaign, present fact sheets and detailed budget	Deadline: July 31, 2001	Committee will be responsible for helping GNBS secure funds for the campaign
6.	Prepare materials, which the intermediary groups will use to increase their effectiveness as communicators. This could include flip charts, posters, handouts, tip sheets, etc.	Deadline: July 31, 2001	The materials should be tested on a small group before being distributed.
7.	Identify the first intermediary group to involve in the campaign.	Deadline: July 31, 2001	
8.	Train the first group	Deadline: First week in August 2001.	There should be several training sessions as new information is phased in. Also the follow-up training should include the participants sharing their experiences, especially successes
7.	Monitor what the participating stakeholders do and identify successes and problems where adjustments in the campaign is needed	Deadline: September 2001	The GNBS staff should maintain continuous contact with the participating stakeholders and provide assistance as needed
8.	Repeat the process of enlisting new stakeholder groups, training, mobilizing and monitoring	Continuous to the end of the campaign.	A management information system monitoring program needs to be established so that there is a record of what these groups are doing
9.	Use of media: television, radio and newspaper will be used throughout the campaign to raise general awareness. Distribute fact sheets to targeted media outlets	Continuous to the end of the campaign.	Slogans, jingles, songs, etc. should be created for use in the media. Use well-known figures to promote messages

GNBS Communication Strategy

NOTE: The Campaign Slogan "Swinging to Metric" has been in use since 1997. It is recommended that the campaign planning team consider whether or not it would be prudent to change the slogan in order to give a fresh face to an old theme. The team should consider whether or not the current slogan is stale or ineffective. An informal survey of friends and neighbors could serve as an indicator as to whether the slogan conjures up negative or positive feelings. If people associate the slogan with a campaign that has been going on for years but never been enforced, then a change may be in order.

11. BUDGET ESTIMATES

The following is an outline of the costs that will be associated with the implementation of the metrication campaign. The metrication campaign planners will fill in the costs as they get quotes from advertising agencies and printers. The final budget should be as detailed as possible in order to ensure the government or donor agencies of where each dollar is to be spent and why it's necessary.

ACTION	EST. COST	REMARKS
1. Printing fact sheets		Include number of fact sheets to be printed
2. Advertising Agency		Includes creative costs and airtime
3. Production of promotional material to be used in education		Include number posters, number pamphlets, etc.
4. Transportation Costs to other regions for educational briefings		Include number of trips, trip purpose and cost per trip
5. Miscellaneous Costs		May include refreshments for meetings, office supplies (computer paper), communications (faxes, mailings, etc.)
6. Temporary Staff		Part-time staff to work during the final three months of the project

NOTE: If the planning team decides not to use an advertising agency, then the budget will have to include all of the costs associated with using the mass media for promotion. (Include airtime, billboards, graphic artist and advertisements.)

12. MONITORING PLAN

The metrication campaign's impact will be most clearly visible by simply observing the Guyanese reaction to the transition. It could take years for the change to metric to fully stick, but the GNBS can monitor acceptance through the implementation of follow-up activities.

The following monitoring approach will be used for this campaign:

1. Implementation:
   - Production – fact sheet and support materials should be produced according to the dates established in the communication action timetable.
   - Distribution – all intermediary groups that are identified to participate in the campaign should receive the fact sheets and support materials according to the dates established in the communication action timetable.
   - Training – all intermediary groups that are identified to participate in the campaign should receive the necessary briefings, presentations, etc. according to the dates established in the communication action timetable.
   - Media Exposure – it is yet to be determined what media outlets will be used and how often.
2. KAP and Follow-up: a KAP study will indicate the level of understanding, acceptance and to what extent the metric system is being adopted. This is recommended if resources permit.
3. Intermediary Group Feedback: What are these groups doing to promote the metric system and what are the problems they are facing? The metrication team should do follow-up visits to the intermediary groups that it has identified and trained.

The monitoring process will most likely be an informal one since time and resources may not permit a more systematic and thorough approach. The metrication team should use any means possible to gather information on the effectiveness of the campaign. Informal surveys in markets should provide insight into the level of consumer understanding.